

Diversity & Inclusion Strategic Plan Implementation Roadmap and Action Plan FY 2018



**Office of Human Resources
Office of Administration and Resources Management**



Diversity and Inclusion Strategic Plan FY 2018 Roadmap and Action Plan

The Diversity and Inclusion Strategic Plan (DISP) FY 2018 Roadmap and Action Plan describes the specific activities, strategic measures, outcomes program leads and target completion dates for each of the DISP 2017-2021 goals and priorities. To facilitate a more robust assessment of the implementation process, each action includes strategic measures and outcomes with quantitative and qualitative performance indicators. To provide effective and consistent implementation of this plan, OHR will coordinate and track the execution of it and provide periodic status updates on progress.

Notes:

- The numbering in the table reflects the numbers of the actions in the DISP. Actions not included in the FY 2018 plan were either completed in FY 2017 or will be included in a future plan.
- Each goal includes the executive resources the lead offices for each action can leverage, as needed, to achieve the successful implementation of the actions listed in the plan. The following DIAC members will support all three goals: James McDonald (Region 6), Donna Vizian (Office of Administration and Resources Management (OARM)), Tanya Lawrence (Office of Civil Rights (OCR)) and Linda Gray (OARM/Office of Human Resources (OHR)).

Goal 1: Diversify the Federal Workforce through Active Engagement of Leadership

Executive Resources Group 1: Mike Kenyon (Region 1), Nancy Lindsay (Region 10), Serena McIlwain (Region 9), Denise Morrison (AFGE), Shane Nelson (Region 2/Lesbian, Gay, Bisexual, Transgender).

Table 1.

Priority 1.1: Leaders shall emphasize the importance of their inclusive diversity efforts by utilizing a wide range of communication strategies and tools that demonstrate their support for these initiatives. Specifically, leaders shall provide resources and support to identify and overcome potential barriers that inhibit inclusive diversity efforts.

Diversity and Inclusion Strategic Plan Fiscal Year 2018 Roadmap and Action Plan

DISP Action Plan #	EPA Diversity and Inclusion Action <i>Specific action to achieve the goal and priority</i>	Strategic Measure <i>How we know the action is complete</i>	Outcome <i>Result of the action</i>	Responsible Office	Timeframe	Status
2b.	Expand efforts to educate and share information with the workforce concerning Equal Employment Opportunity (EEO), diversity and inclusion (D&I) issues, including details regarding specific strategies and initiatives that EPA is pursuing.	(1) EEO and D&I incorporated in the agenda for the SES orientation/welcome session conducted every 4-6 months. (2) Updated the new employee orientation to include EPA values and culture related to D&I. <i>(Note: Please reference the FY 2017 Action Plan for completed measures for this Action.)</i>	(1) Senior management is aware of D&I activities. (2) New employees are aware of EPA's mission, values, culture and D&I activities.	OHR	(1) FY 2018, Q2 (2) FY 2018, Q2	(1) Pending OHR and OCR met to discuss options and implementation plan. (2) Done- document created to share D&I information
2d.	Administer a robust orientation process for new employees and new members of the Senior Executive Service (SES) to introduce them to the agency's mission, values and culture (formerly number 2d) <i>(Note: Action 2b was included in the FY 2017 Action Plan and work is continuing into FY 2018.)</i>					
3.	EPA leaders and senior managers will sponsor, participate and encourage employees to participate in town hall meetings, brown bag sessions and events organized to promote inclusive diversity.	EPA leaders have sponsored and communicated to employees information about town hall meetings, brown bag sessions and events to promote inclusive diversity.	EPA employees and managers have a greater awareness of different cultures and EPA's D&I activities.	OHR and EPA senior leaders, managers and supervisors	FY 2018, Q2 Ongoing thereafter	Pending -information being gathered from OCR from the MD-715
4.	EPA's OCR and OARM will conduct customer service visits with program office and regional senior management and encourage them to develop diversity and inclusion action plans.	(1) Develop action plan template and example. (2) Meet with program offices' and regions' senior management to encourage them to develop action plans.	Increased participation in and awareness of program offices' and regions' D&I activities.	OHR and OCR	(1) FY 2018, Q2 (2) FY 2018, Q4	Per OCR currently on hold.

Table 2.

Diversity and Inclusion Strategic Plan Fiscal Year 2018 Roadmap and Action Plan

Priority 1.2: Leaders shall review the wide range of policies, programs, systems, and techniques currently in use and determine specific initiatives that should be enhanced and improved. The evaluation should include diversity, inclusion, and engagement elements in performance plans; employee resource groups; mentoring and coaching; and inclusive diversity training.

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1.	<p>The EPA will re-invigorate the agency's Special Emphasis Program to include encouraging employees to volunteer to fill Special Emphasis Program Manager (SEPM) positions.</p> <p><i>(Note: This action was included in the FY 2017 Action Plan and work is continuing into FY 2018.)</i></p>	<p>(1) SEPM handbook developed and distributed about the roles and responsibilities of the SEPM. Communicate to SEPMs.</p> <p>(2) SEPM training track developed through Skillport.</p> <p>(3) SEPM training workgroup established to develop training.</p>	<p>(1) SEPM vacancies are filled timely and all SEPMs are provided appropriate training and support.</p>	OCR and OHR	<p>(1) FY 2018, Q1</p> <p>(2) FY 2018, Q2</p> <p>(3) FY 2018, Q4</p>	<p>(1) Completed. Handbook developed and posted on OCR SharePoint Site.</p> <p>(2) Pending</p> <p>(3) Completed.</p>
2.	<p>The EPA's senior leaders will conduct regular informational sessions with employees to share information on training and career development opportunities and resources.</p> <p><i>(Note: This action was included in the FY 2017 Action Plan and work is continuing into FY 2018.)</i></p>	<p>(1) Quarterly employee information sessions (virtual or in-person) on training and career development opportunities and resources.</p>	<p>Increased awareness of career development opportunities and resources.</p>	OHR	<p>(1) FY 2018, Q4</p> <p>Quarterly thereafter</p>	<p>Pending. New Learning Management System for FY 2018 to be used for communicating training and career development opportunities. Training information will be shared with senior leaders who will communicate the information to their employees via regular information sessions.</p>

Diversity and Inclusion Strategic Plan Fiscal Year 2018 Roadmap and Action Plan

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3.	The EPA's senior leaders will encourage and support SEPM and Employee Resources Group initiatives to facilitate training on diversity and inclusion topics.	<p>(1) Performance Appraisal Reviews (PARs) and Memorandum of Understanding (MOU) best practice language from SEPM Chairs collected and consolidated.</p> <p>(2) Policy Branch and OCR determine whether the PARS elements are critical, non-critical or additional</p> <p>(3) Language added to SEPMs' PARs.</p>	<p>SEPMs held accountable for performance based on standards defined in SEPM handbook.</p> <p>SEPMs are trained on D&I topics.</p>	OHR, OCR and SEPM Chairs	<p>(1) FY 2017, Q4</p> <p>(2) FY 2018, Q1</p> <p>(3) FY 2018, Q2</p>	<p>1. Completed- Language has been added to the SEPM Handbook that gives examples of language that can be used in SEPM PARS.</p> <p>2. Completed- Determined not to be a critical element.</p> <p>3. Completed-Sample language added to SEPM Handbook.</p>
4.	The EPA's Minority Serving Institutions program will ensure collaborative relationships with Historically Black Colleges and Universities, Hispanic-Serving Institutions, Tribal Colleges and Universities, and American Indian and Alaska Native-Serving Institutions.	<p>(1) EPA MSI coordinators training and guidelines developed and communicated to EPA MSI coordinators to assist them in reinforcing the agency's D&I efforts.</p> <p>(2) Communication with MSIs increased through the MSI Message Board and share new grant opportunities</p> <p>(3) New MSI partnerships established.</p>	Established partnerships with institutions that will support a talent pool of underrepresented applicants for EPA positions.	OHR	FY 2017, Q4 Annually Thereafter	<p>(1) Pending. MSI coordinators guidelines drafted and under OHR management review</p> <p>(2) Completed- Communication occurs through MSI coordinators</p> <p>(3) Ongoing</p>

Diversity and Inclusion Strategic Plan Fiscal Year 2018 Roadmap and Action Plan

6.	The EPA's OCR and OARM will develop a mechanism to voluntarily collect demographic information on participants in the agency's mentoring and coaching programs, and use the information to address any potential barriers to participation caused by an agency policy, practice or procedure.	<p>(1) A voluntary mechanism for mentors and coaches developed (e.g., FedsTool) and disseminated to D&I Leads to collect data.</p> <p>(2) Data analyzed and barriers identified.</p> <p>(3) Strategy developed and to address barriers.</p>	Strategy implemented to address coaching and mentoring barriers.	OCR/OHR	<p>(1) FY 2018, Q2</p> <p>(2) FY 2018, Q3</p> <p>(3) FY 2018, Q4</p>	Pending- confirmed no mechanism currently in place to collect D&I - information will be available through LMS.
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Table 3.

Priority 1.3: Leaders shall develop and implement broad outreach strategies to attract leaders from diverse sources to the organization, consistent with merit system principles, through strategic partnerships with affinity organizations, diverse postsecondary educational institutions, professional associations, and public, private and non-profit sectors.

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3.	The EPA will maintain and further establish strategic partnerships with various colleges, universities, other academic institutions and professional organizations.	<p>(1) MOUs with existing partners maintained.</p> <p>(2) New partnerships with universities and other academic institutions established.</p>	Established partnerships with institutions that support a talent pool of underrepresented applicants for EPA positions.	OHR	<p>(1) FY 2018, Q4</p> <p>(2) FY 2018, Q4</p>	<p>On going</p> <p>1) Completed- EPA grant opportunities are shared with MSI coordinators as they are available.</p>

Diversity and Inclusion Strategic Plan Fiscal Year 2018 Roadmap and Action Plan

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7.	<p>The EPA's OARM and OCR will monitor national applicant flow and workforce demographic data against the Relevant Civilian Labor Force (RCLF) participation rates, and as applicable, implement strategies to address the lower than anticipated participation rates identified, as appropriate.</p> <p><i>(Note: This action was included in the FY 2017 Action Plan and work is continuing into FY 2018.)</i></p>	<p>(1) EPA program office and regional leadership identify activities to address lower than anticipated workforce participation rates, if applicable.</p> <p>(2) Updated information on workforce demographics included in EPA's Management Directive-715 to support robust barrier analysis.</p> <p><i>(Note: Please reference the FY 2017 Action Plan for completed measures for this Action.)</i></p>	<p>EPA's workforce is comparable to the RCLF participation rate.</p> <p>Raised senior leadership awareness about applicant flow data and actions needed to improve the agency's workforce diversity.</p>	OARM, OCR and program office and regional leadership	<p>(1) FY 2018, Q3</p> <p>(2) FY 2018, Q3; Annually Thereafter</p> <p>(3) FY 2018, Q3</p>	<p>2) Completed- Under review.</p> <p>3) Pending. OCR is finalizing MD-715 report which has barrier analysis for Hispanics and PWD. OHR and OCR will meet to discuss how to engage leadership with barrier analysis results.</p>
8.	<p>The EPA will review participation in leadership development programs and develop strategies to eliminate any barriers to participation.</p>	<p>(1) The Unconscious Bias (UB) Initiative Strategy approved by senior leaders.</p> <p>(2) Approved UB Initiative Strategy implemented.</p> <p>(3) The UB Initiative pilots are implemented (e.g., blind resumes and panel interviews).</p> <p>(4) Pilot outcomes reviewed and analyzed, barrier analysis conducted and strategy updated with recommendations.</p>	<p>Recommended agency-wide UB strategy implemented and utilized for hiring and training.</p>	OHR	<p>(1) FY 2018, Q1</p> <p>(2) FY 2018, Q4</p> <p>(3) FY 2018, Q4</p> <p>(4) FY 2018, Q4</p>	<p>Pending- OHR will partner with OGC on current contract to leverage UB teachers and experts.</p>

Goal 2: Include and Engage Everyone in the Workplace

Executive Resources Group 2: Brent Maier (NTEU), Oscar Morales (OCSPP), Leah Oliver (NAIL), Lantis Osemwengie (NAGE).

Table 4.

Priority 2.1: Foster a culture of inclusion and engagement by employing culture change strategies such as the New Inclusion Quotient (New IQ) Initiative and Diversity and Inclusion Dialogues. Provide training and education on cultural competency, implicit bias awareness, and inclusion learning for all employees.

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1.	The EPA will provide inclusive diversity training as part of the agency's comprehensive training program.	(1) Blanket Purchase Agreement (BPA) in place and available to hiring managers to develop strategies to address deficiencies related to unconscious bias. (2) Inclusive diversity training made available to all employees. (3) Requirement established for first line supervisors to take the inclusive diversity training. (4) Communication sent to first line supervisors about the requirement to take the inclusive diversity training. (5) First line supervisors take inclusive diversity training.	Increased awareness of EPA's D&I efforts (as analyzed from the annual EVS survey question regarding policies and programs to promote diversity in the workplace).	OHR and EPA senior leaders, managers and supervisors	(1) FY 2018, Q3 (2) FY 2018, Q3 (3) FY 2018, Q4 (4) FY 2018, Q4 (5) FY 2018, Q4 Annually thereafter	Pending- OHR will partner with OGC on current contract to leverage UB teachers and experts.

Diversity and Inclusion Strategic Plan Fiscal Year 2018 Roadmap and Action Plan

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4.	Each EPA program office and region will identify a diversity and inclusion lead who will serve as a point of contact for information on inclusive diversity initiatives. <i>Note: This action was included in the FY 2017 Action Plan and work is continuing into FY 2018.</i>	(1) Donna Vizian issues memorandum to senior leadership requesting a D&I point of contact for each office. (2) Each program office and region identifies a D&I leader. OHR and OCR have a list of every program office's and region's D&I point of contact.	Enhanced collaboration between OHR, OCR and the program offices and regions on D&I activities.	OHR, OCR and EPA senior leaders, managers and supervisors	(1) FY 2018, Q3 (2) FY 2018, Q3	(1) Pending. Notice drafted and awaiting senior management approval. (2) Pending memo dissemination.

Table 5.

Priority 2.2: Assess, redesign and reengineer organizational structures and business processes to promote teamwork, collaboration, cross-functional operations, and transparency; and to deconstruct organizational silos that lead to exclusive cultures and to flawed decision-making.

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2.	The EPA will educate and train senior executives, managers, supervisors and HR professionals concerning the importance of promoting workforce diversity and inclusion, including legal requirements pertinent to recruitment, interviewing and hiring decisions.	(1) The UB Initiative is implemented and pilots conducted (e.g., blind resumes and panel interviews). (2) Communicate to managers about legal requirements pertaining to recruitment, interviewing and hiring decisions.	(1) Recommended unconscious bias strategies are implemented throughout the agency and utilized for hiring and training. (2) Managers are aware of legal requirements.	OHR and OCR	(1) FY 2018, Q3 (2) FY 2018, Q3	Pending-OHR will partner with OGC on current contract to leverage UB teachers and experts.

Diversity and Inclusion Strategic Plan Fiscal Year 2018 Roadmap and Action Plan

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3.	<p>The EPA's leaders and managers will use the EPA Talent Hub to promote and encourage employees to apply for temporary full-time detail assignments, part-time projects/special assignments, temporary promotions, SES rotations and other developmental assignments.</p> <p><i>(Note: This action was included in the FY 2017 Action Plan and work is continuing into FY 2018.)</i></p>	<p>(1) Talent Hub Workforce demographic data is collected.</p> <p>(2) Talent Hub workforce demographic data analyzed and shared with senior management.</p> <p>(3) Senior managers work with SEPMs to further encourage underrepresented demographic groups participation in Talent Hub opportunities.</p>	A more diverse applicant pool within Talent Hub.	OARM and EPA senior leaders, managers and supervisors	<p>(1) FY 2018, Q3</p> <p>(2) FY 2018, Q4</p> <p>(3) FY 2018, Q4</p> <p>Quarterly thereafter</p>	<p>(1) Pending. Talent Hub still having issue with data collection.</p> <p>(2) Pending data collection.</p> <p>(3) Pending data collection and analysis.</p>

Goal 3: Optimize Inclusive Diversity Efforts Using Data-Driven Approaches

Executive Resources Group 3: Reggie Allen (AO), Mark Coryell (NPC), Kathy O'Brien (OCFO), Elise Packard (OGC), Wanda Pemberton (OAR/Black Employment Program), Mark Sims (ESC).

Table 6.

Priority 3.1: Create a diverse, high-performing workforce, utilizing data-driven approaches to recruitment, including analyzing applicant flow data; educating hiring managers; designing fair and effective recruitment and examining strategies for competitive examining and examining for the career Senior Executive Service that cast the broadest net possible and apply merit principles; utilizing applicable special hiring authorities (e.g., Schedule A authority for individuals with certain disabilities, veterans hiring authorities, etc.) as supplements to competitive hiring processes; partnering with diverse organizations and institutions to help recruitment draw from all segments of society, and generate cognitive diversity; and conducting a review of potential implicit biases within the organization.

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3.	The EPA's hiring managers (including recruiters) will be provided with current information on all relevant appointing authorities and hiring flexibilities.	(1) Conduct educational briefings with hiring managers in the program offices and regions to educate them on special hiring authorities. (2) Create Schedule A database to increase the hiring of persons with disabilities.	Increased awareness of special hiring authorities.	OHR	(1) FY 2018, Q3 (2) FY 2018, Q4	Pending. Have begun scheduling time and conducting briefing sessions with offices. Pending.
4.	The EPA will retain resumes for Schedule A applicants and disabled veterans in an automated and searchable database that will allow hiring managers to have access to qualified applicants in a timely and efficient manner. <i>(Note: This action was included in the FY 2017 Action Plan and work is continuing into FY 2018.)</i>	(1) Collaborate with various federal partners to gain access to databases with Schedule A applicants' and disabled veterans' resumes (ensure resumes are current/within a year). (2) Communication sent to EPA managers about the availability of the databases.	EPA recruiters and hiring managers utilize the Schedule A databases. Increase in Schedule A hires.	OARM	FY 2018, Q4	Pending

Diversity and Inclusion Strategic Plan Fiscal Year 2018 Roadmap and Action Plan

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5.	The EPA will disseminate information to hiring managers regarding active internship programs and opportunities.	<p>(1) Meetings held with Special Emphasis Program coordinators, EEO coordinators and the HR community to share specific student volunteer opportunities with new partner institutions.</p> <p>(2) Student volunteer opportunities posted on Career.gov and EPA.gov websites.</p> <p>(3) Special Emphasis Program coordinators, EEO coordinators and the HR community educated about volunteer opportunities for veterans.</p>	<p>(1) All program offices and regions aware of student volunteer opportunities with various institutions.</p> <p>(2) Student volunteer opportunities posted on Career.gov and EPA.gov websites.</p> <p>(3) All program offices and regions are aware of veteran volunteer opportunities.</p>	OHR	<p>(1) FY 2018, Q4</p> <p>(2) FY 2018, Q4</p> <p>(3) FY 2018, Q4</p>	<p>(1) Have begun meetings with hiring managers to discuss flexibilities</p> <p>(2) Done</p> <p>(3) Pending- has begun</p>

Diversity and Inclusion Strategic Plan Fiscal Year 2018 Roadmap and Action Plan

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6.	<p>The EPA will collect and analyze information on internal applicants to SES vacancies consistent with the reporting requirements of MD-715.</p> <p><i>(Note: This action was included in the FY 2017 Action Plan and work is continuing into FY 2018.)</i></p>	<p>(1) Annual report with analyzed demographic information for internal applicants to SES vacancies, barrier analysis (as required by the MD-715) and recommendations to address barriers.</p> <p>(2) Information communicated to senior management and recommendations implemented.</p> <p>(3) Explore the ability to measure interest in moving in SES.</p> <p>(4) Training sessions for employees interested in applying to the SES that includes panel discussion with current Agency SES managers to develop the feeder pool.</p>	<p>Senior management understands barriers.</p> <p>More diverse SES applicant pool.</p>	OCR, OARM	<p>(1) FY 2018, Q4</p> <p>(2) FY 2018, Q4</p> <p>(3) FY 2018, Q4</p> <p>(4) FY 2018, Q4</p>	<p>1. Pending. OHR will continue to provide training to employees interested in applying to the SES. Training will include panel discussion with current agency SES managers to develop the feeder pool. Targeted completion September 2018</p> <p>2. Pending. Targeted completion September 2018</p>

Table 7.

Priority 3.2: Foster a diverse, high-performing workforce by utilizing data-driven approaches to promotion opportunities and career development, including analyzing applicant flow data; developing career enhancement opportunities; utilizing appropriate collaborative practices and social media technologies; and collaborating with SEPMs, affinity groups and employee resource groups.

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1.	The EPA will utilize the MD-715 reports, including analysis of SOGI data and applicant flow data, and establish focus groups to identify actions that can be taken to address any potential barriers to career development and advancement identified by the agency. <i>(Note: This action was included in the FY 2017 Action Plan and work is continuing into FY 2018.)</i>	Potential barriers to career development identified from analysis of MD-715 reports, SOGI data, applicant flow data and focus groups. Information sent to agency senior leaders with actions and suggested next steps to address identified barriers.	EPA senior leaders are made aware of barriers identified from analysis of MD-715 reports, applicant flow data, SOGI data and focus groups.	OCR	FY 2018, Q4 Annually thereafter	Pending. Utilized current data available for FY 2017 MD-715 in Agency State of EEO. In FY 2018, SOGI data will be included in the analysis.
4.	The EPA's senior leaders will use the results of the annual Employee Viewpoint Surveys and other workforce feedback to be responsive to employees' concerns regarding opportunities for employee training, development and advancement. <i>(Note: This action was included in the FY 2017 Action Plan and work is continuing into FY 2018.)</i>	(1) Activities, results, best practices and lessons learned publicized with the annual EVS announcement (best practices gathered from organizations with an increase in the percentage of positive responses to the EVS questions concerning career development and advancement). (2) Comparison of FY 2017 to FY 2018 training opportunities completed.	(1) EPA managers are aware of agency-wide best practices and implement similar measures in their organization to foster a culture that supports employee advancement. (2) Opportunities for employee training and advancement are robust.	OHR and EPA senior leaders, managers and supervisors	(1) FY 2018, Q4 (2) FY 2018, Q4 Annually thereafter	(1) Pending. OHR drafted a Best Practices Guide that focuses on employee engagement. Guide will be finalized and made available by the end of FY 2018. (2) New FY 2018 activity.

Table 8.

Priority 3.3: Collect relevant performance data to establish a business case for diversity and inclusion for the agency; collaborate with other agencies and the Diversity and Inclusion in Government Council to create models for analyzing performance metrics in correlation with diversity and inclusion metrics.

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1.	The EPA will revise the Diversity and Inclusion Dashboard to incorporate SOGI data and will continue to employ the Dashboard as a tool to support agency workforce planning and reporting.	(1) Diversity Dashboard updated to include enhancements and SOGI data. (2) Information from the dashboard communicated quarterly.	Quarterly Dashboard Report made available to all agency employees via intranet.	OHR	(1) FY 2018, Q4 (2) Quarterly	On hold
2.	The EPA will provide periodic reminders for employees to voluntarily verify the accuracy of their demographic information in the agency's employee self-service information system, Employee Express, including their voluntarily self-disclosed SOGI once captured in the system.	(1) Utilize SF 256 campaign materials to remind employees to update their demographic information in Employee Express. (2) Assess effectiveness of campaign by comparing before and after data.	Increased percentage of updates to employee data through the dissemination of OPM marketing material and internal communications (e.g., electronic posters, intranet banner, newsletters).	OHR	(1) FY 2018, Q1 (2) FY 2018, Q2	(1) Complete.